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profiles would seem to lack appropriateness and rigor. The “Hogan Inventories” have been normed against more than 5 million people worldwide with some work done in Australia on elite sporting teams. The aim of this project was to begin to establish a set of data norms for elite coaches and captains based on these inventories. (A sporting “leadership potential” baseline set.)

**Methodology:** As part of a larger elite coach and player data set, twenty two coaches with an elite sports background completed a set of Hogan Inventory tests. These coaches were all recruited from Invasion sports and had been coaching at the top level for at least a period of 5 years. The majority of these coaches had won or been placed in the top two for World Championships, Australian Championships or Highest level Premierships. This study takes the first steps towards establishing a peer sample personality profile of successful elite sporting head coaches. The results give an insight into factors that may influence the ability to be successful in elite sporting leadership.

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### **Threshold and memory: A new theoretical model for athlete CAM use**

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**Introduction:** The role of theory in research cannot be over emphasised. Present literature on athlete complementary and alternative medicine (CAM) use poses two problems: in the few studies on CAM use that have utilised theory, the use of theory has been inconsistent or lack validation; in athlete motivational studies, theoretical models focused on the athlete and the sport and not on health-seeking. Many theories exist in the literature to help explain health-seeking behaviour, but the bulk of studies that employ theory focused on the general nonathlete population and mainly applied in the setting of conventional medicine use. Difficulties in using theory for CAM studies include the lack of consistent definition of what CAM and health is; the definitions of CAM and health are also influenced by subculture and context. In the subculture of sports and the context of the athlete population, studies in doping have shown that athlete concept of health differs from the general nonathlete population. Because of the importance of theory and a paucity in the literature of its utilisation in research on athlete CAM use, the current study seek to find the applicability of existing theoretical models when studying athlete CAM use.

**Methodology:** In-depth interviews using Grounded theory were conducted on a population of elite level swimmers. Various issues were explored: including understanding the athlete perception and personal definition of CAM; motiva-

tional factors influencing athlete health-seeking; the role and relationship of health-seeking and sports performance.

**Results:** Existing theoretical models for health from the fields of economics, sociology and psychology did not adequately explain the findings of the study on athlete CAM use. Athlete motivation theories in sport psychology also did not fully explain in athletes matters relating to health, or behaviour when using CAM. Based on the findings of the study, a new theory (threshold and memory) using concepts from immunology, is proposed.

**Conclusions:** In future studies looking at athlete CAM use, there should be greater emphasis placed on theory. Not only does validated theory have practical implications for academic researchers; social marketers and organisations interested in communicating with athletes on health and CAM issues may also benefit from an evidence-based theoretical foundation. The current study challenges the validity of extrapolating existing theories (used in conventional medicine studies in nonathlete populations) on athlete CAM use, and proposes a more specific theory. This new theory specific to athlete CAM use forms the foundation for subsequent quantitative validation studies.

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### **Enhancing sport leadership through development of emotional intelligence competencies**

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Leaders in business and sport (e.g., coaches) often face comparable challenges as their roles are somewhat similar. In both roles, they are directly and indirectly expected to guide and develop those around them. Ultimately, this relationship is underpinned by the fundamental query of “how can I [the leader] get the best from those around me as we progress towards our vision?” From fostering and sustaining a high performance culture through to developing human capital, these pursuits can be described as the tenets of exemplary leadership; whereby importance is placed upon competencies associated with connecting with people (EQ: emotional intelligence). As research has demonstrated the value of EQ in leader-follower relationships across industries, this study aimed at evaluating a Coach Enhancement Program (CEP) that fostered development of EQ competencies (self- and social-awareness) that are fundamental to exemplary leadership and the enhancement of relationships between the coach and those around them (athletes, support staff, management).

**Methodology:** Thirteen male coaches from individual sports (swimming, tennis), team sports (rugby, football, hockey, rowing), and high performance sport development (sporting organisation) aged between 23 and 45 years (M = 31) with an average of 10 years of coaching experi-